Headquarters U.S. Air Force

Integrity - Service - Excellence

Consolidated Storage and Deployment Centers

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HQ AFMSA/SGSL

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Lessons Learned

- **Expeditionary operations**
  - **OIF vital statistics**
    - **24 Bed-down sites**
    - **1370 short tons moved**
    - **$108M in medical WRM**
    - **1822 medics from 58 AFSCs**

- **OEF/OIF lessons learned**
  - **Over 800 LL collected (262 Log, 241 C2, 189 Trg)**

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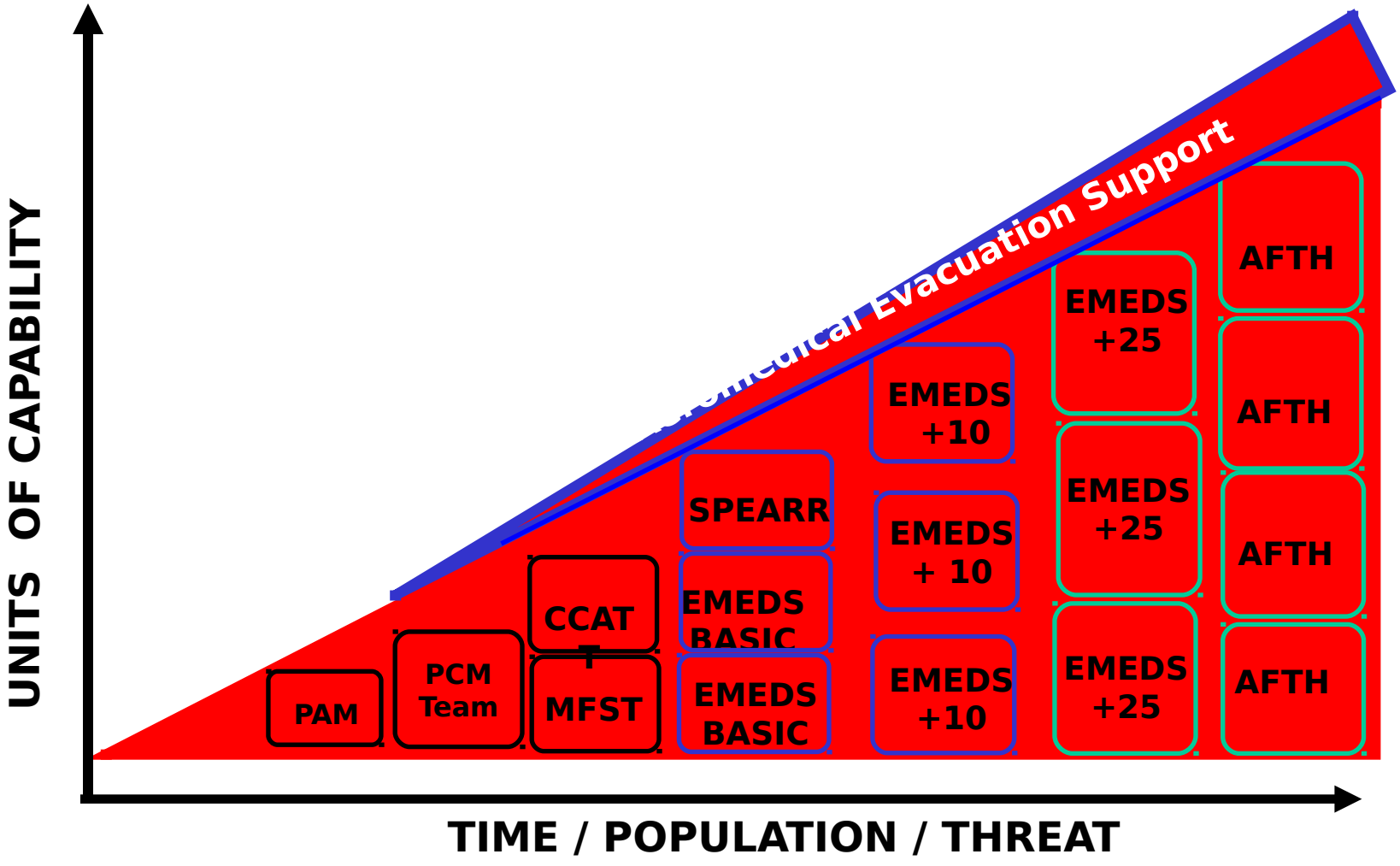
The Red Wedge Concept



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The Red Blob

The Reality

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Lessons Learned
Fragmented Deployment

- **Root cause of problem: Constrained Airlift**
- **Medical equipment UTCs too light/lean to drive dedicated airlift**
- **“Lighter, Leaner” UTCs Sourced From 58 MTFs in CONUS and OCONUS**

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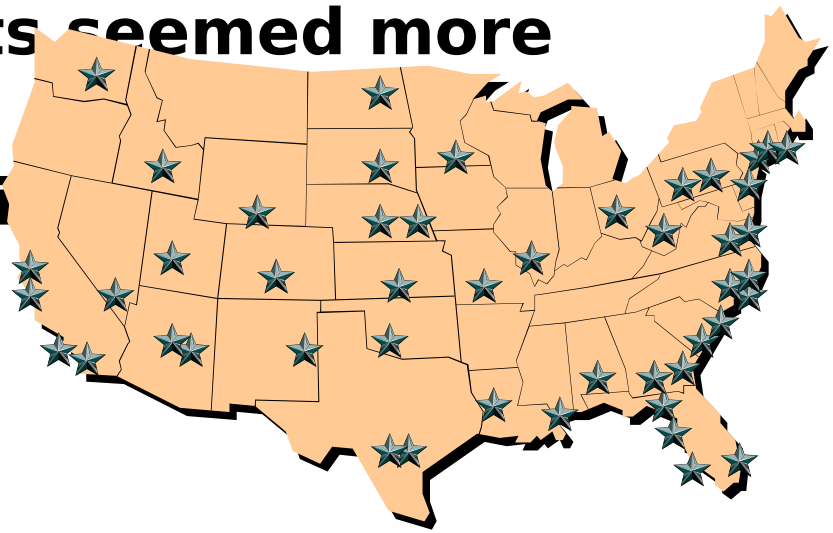
Lessons Learned
Fragmented Deployment

- Deployed through 50 APOEs to consolidate weight
- Cargo designated for channel airlift could not compete with higher priority cargo
- Cargo sat for extended time on the flight line, exposed to extreme temperatures
- Some major aerial ports seemed more concerned with metrics than movi cargo forward



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Lessons Learned
Fragmented Deployment

- Major aerial ports split up medical UTCs
- Personnel frequently separated from their backpacks
- In-transit visibility problematic
  - Example: For one EMEDS site, 30 UTCs shipped from 12 units and passed through 10 APOEs
- Building blocks arrived out of sequence
  - Personnel arrived at destination wi
  - “Red Blob” vs Red Wedge

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Lessons Learned

Fragmented Deployment

"With the successful transformation to the Expeditionary Medical Support (EMEDS) system, the Air Force Medical Service fielded a lightweight, rapidly deployable, modular medical capability, flexible enough to respond to any scenario. However, the development of lighter equipment packages stored at multiple medical treatment facilities in the CONUS and overseas has created transportation challenges."

AF/SG

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Lessons Learned
Fragmented Deployment

- **Way ahead?**
  - **Centralized storage of equipment UTCs**
  - **Air Force Logistics Management Agency (AFLMA) tasked to study to analyze AFMS OEF/OIF deployments and evaluate centralized storage**

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AFLMA Study

- Lt Gen Taylor requested AF/IL study 4 Apr 03
- Objectives
  - Determine the root cause and magnitude of the problems experienced by the Air Force Medical Service in the deployment of EMEDS
  - Evaluate possible solutions to include analysis of costs and benefits of centralizing storage of medical war reserve materiel
  - Provide recommended solution to the Air Force Surgeon General's Office (AF/SGO)
- Scope
  - 29 UTCs identified by AFMLO and AMC
  - Only concerned with CONUS UTCs
  - This study does not seek to validate nor invalidate the EMEDS or the AE concept

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AFLMA Study

- AFLMA final out-brief to AF/SGO 1 Dec 03
- Conclusion: EMEDS and AE can be realigned to better facilitate deployment operations
  - Reduce the possible points of failure
  - Increases the possibility of meeting 15 ST requirement for dedicated airlift
  - Economies of Scale/Scope gains
  - Deferred procurement opportunities
  - Improved quality control and uniformity in construction and maintenance of UTCs
  - Proximity to airlift – Originating POEs
- Conclusion: AFMS 5530 needs to be updated

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AFLMA Study

- **Issues identified as requiring further study**
  1. **Obtain TRANSCOM analysis of alternative locations**
  2. **Determine approach to UTC distribution between multiple storage locations**
  3. **Evaluate and determine Specialty Set requirements for Consolidated WRM Storage and Deployment Centers**
  4. **Determine organizational command structure & obtain approval**
  5. **Complete Medical Logistics manpower impact analysis for each base and determine manpower approach**
  6. **Determine best approach and funding to meet unit training requirements**
  7. **Evaluate Force Module UTC sourcing concept and determine AFMS Concept of Deployment**

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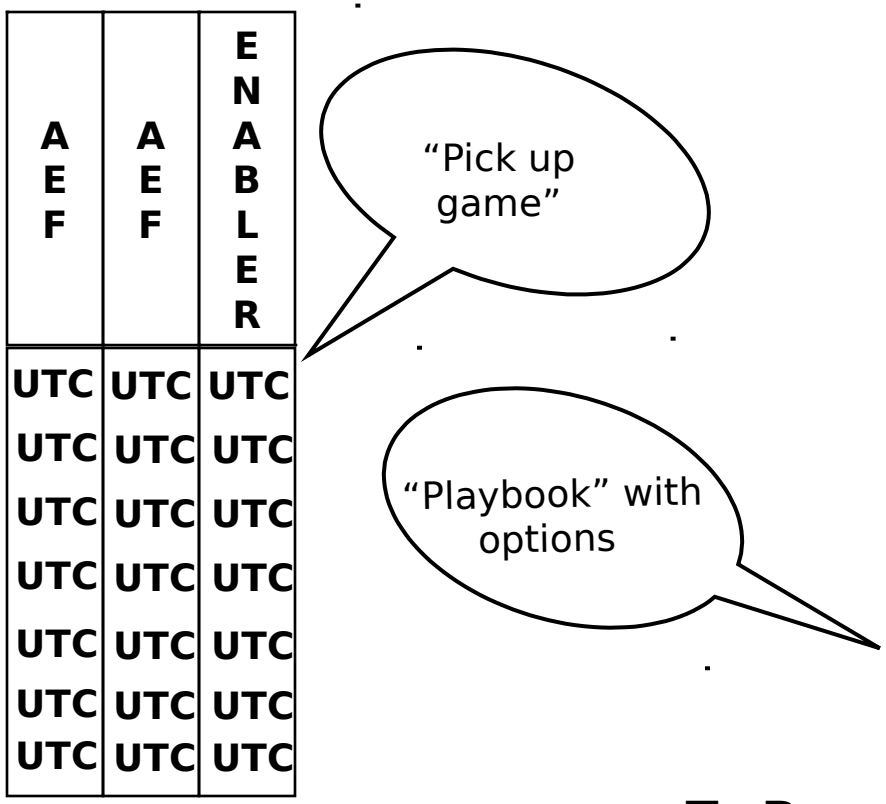
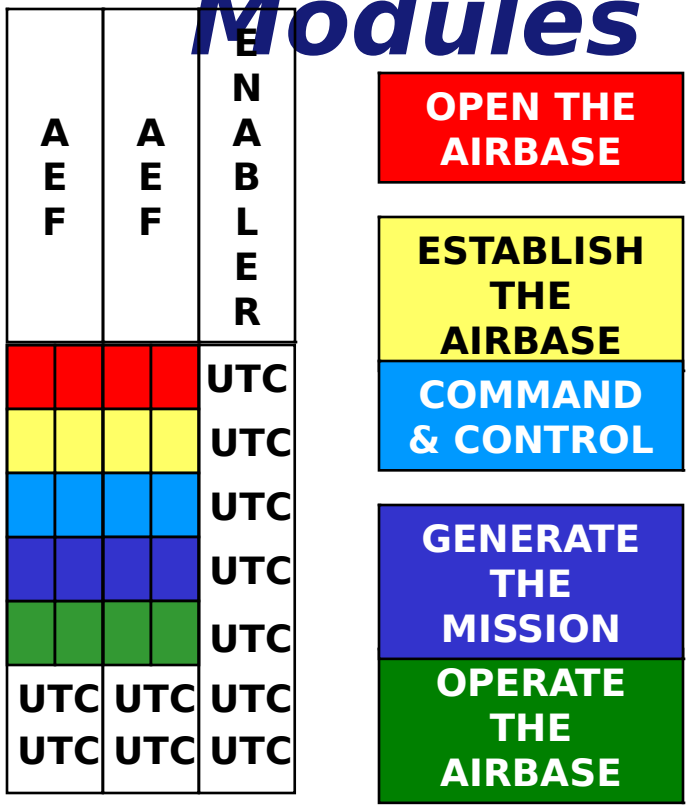
As Is…To Be
The Vision for Force Modules





As Is

- **Collection of capability (UTCs)**
- **Difficult to integrate**
- **Non standard deploy to employ**

To Be

- **Grouped capability**
- **Integrated (priority, sequence)**
- **Standard deploy to employ**

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Consolidated WRM Storage & Deployment Center(s)

- **Major Assumptions:**
  - **Solution must be Cost Neutral after initial transportation**
  - **FY06 MRL Authorizations used for analysis**
  - **Only CONUS based UTCs are included**
  - **Does not include any AFSOC UTCs**
  - **Single UTC maintained at the Pilot Unit to facilitate reviews**
  - **Medical Rapid Response Force set of UTCs maintained at a location ready to respond (59 MDW)**
  - **EMEDS Man-Portable UTCs remain at bases (ECCT, MSFT, PAM-ADVON)**

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Consolidated WRM Storage & Deployment Center(s)

- **Major Assumptions:**
  - **Global Reach Laydown Team left at bases to support Force Module deployment**
  - **All Aeromedical assets at Pope AFB left at unit due to mission requirements**
  - **4 Critical Care Air Transport Teams (CCATT) left at Wilford Hall Medical Ctr and 2 at each Medical Ctr**
  - **Less then 50% of total number of a critical (non-critical specialized sets) UTC stored at a single location to minimize risk**
  - **Air Transportable Clinics, STRAT and HALO UTCs left at units since capability is tied directly to the units mission**

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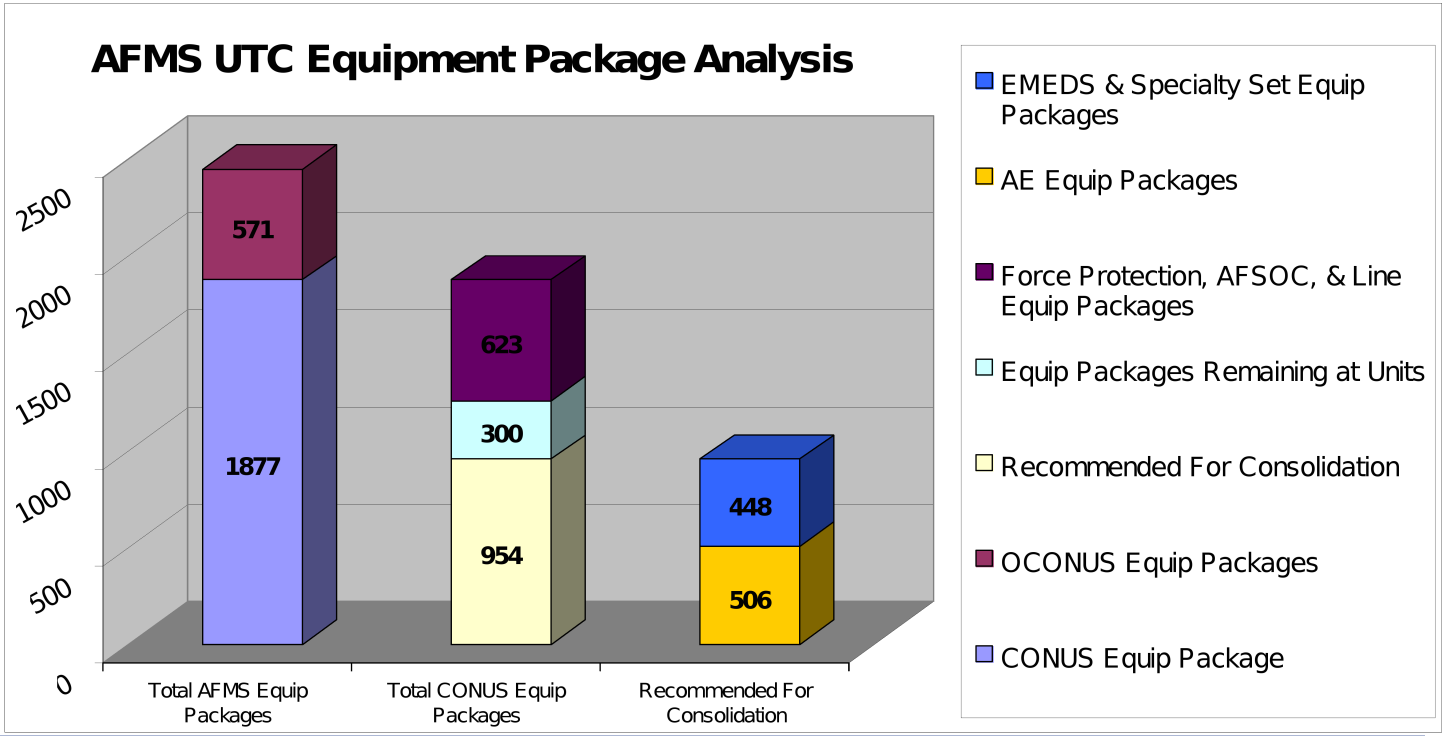
Consolidated WRM Storage & Deployment Center(s)

- **AFLMA Study included 29 UTCs**
  - **730 equipment packages analyzed**
- **Current analysis included 104 UTCs**
  - **Consolidation considered for 954 equipment packages**



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Consolidated WRM Storage & Deployment Center(s)

Determine approach to location and UTC distribution

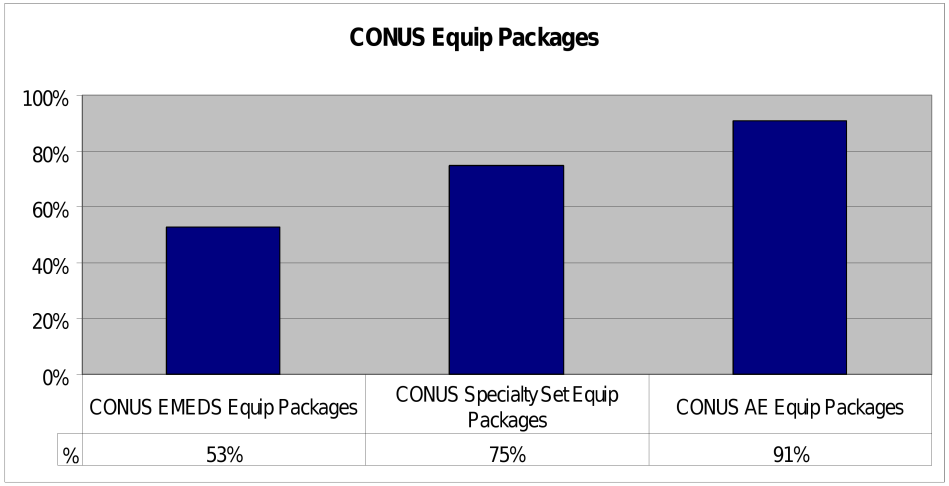
Single Centralized Storage Location

PRO

- Simplifies Management and Reporting of Assemblages
- Single Shipping and Tracking Location
- Economy of Scale (Labor)

CON

- Increased Risk
  (All Our Eggs In One Basket)



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Consolidated WRM Storage & Deployment Center(s)

Determine approach to location and UTC distribution

Multiple Locations

PRO

- Dispersal Minimizes Risk
- Distributes Volume Across Existing Originating APOE's
- Capitalizes on Locations Ground and AE Hub Management Expertise

CON

- Redundancy of Operations
- Span of Control
- Increased Contract Cost

- **Selected as best approach**

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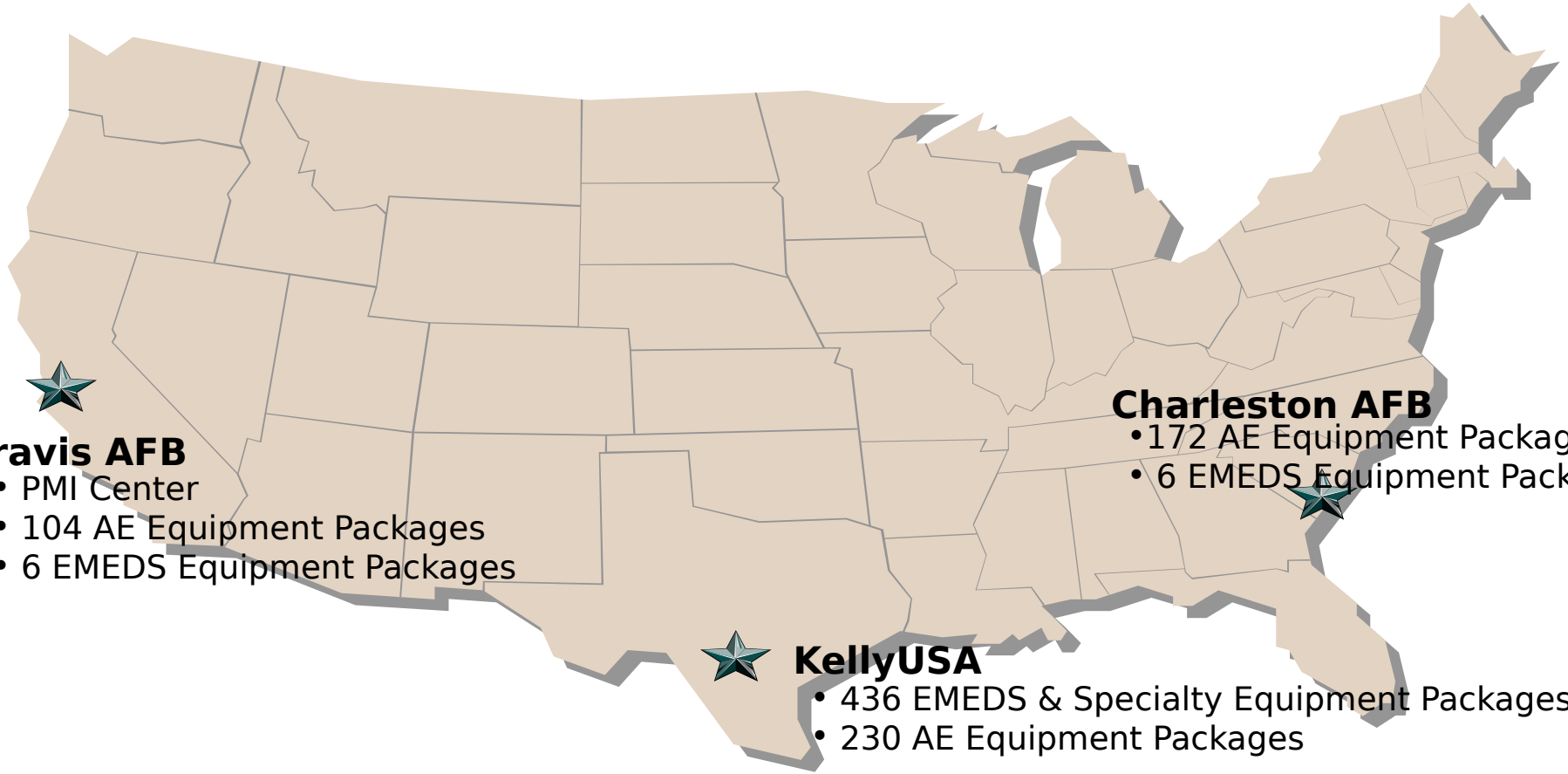
Consolidated WRM Storage & Deployment Center(s)

All three locations are major originating POEs for major OPLANs



Travis AFB
- PMI Center
- 104 AE Equipment Packages
- 6 EMEDS Equipment Packages

Charleston AFB
- 172 AE Equipment Packages
- 6 EMEDS Equipment Packag

KellyUSA
- 436 EMEDS & Specialty Equipment Packages
- 230 AE Equipment Packages

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Logistics Manpower Impact

WRM In-Garrison Maintenance – Current Status

- ISS Contract
  - Created to resolve 244 Medical Logistics WRM manpower shortfall
  - Fills gaps in WRM program
- Active Duty (4A1 Materiel and 4A2 BMET)
  - Contract QAE responsibility (Part II and III sites)
  - WRM Funds Management
  - Executes WRM purchases
  - SORTS Reporting
  - Load planning
  - Marshals cargo for deployments

"My logisticians are a humorless lot ...they know if my campaign fails, they are the first ones I will slay."

-Alexander

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Logistics Manpower Impact

WRM In-Garrison Maintenance – Future

- Impact of consolidation on authorizations earned at the MTFs?
- Continuation of Part II and III of the IGM contract?
- Manpower mix at consolidated storage and deployment centers?
  - All contractors
  - All active duty
  - Mix

Logistics Manpower Impact

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	4A1XX	4A2XX	
Critical Operational Readiness Requirement (CORR)	1170 (I) 1043 (M)	833 (I) 676 (M)	(I) = Ideal Pyramid (M) = Must Have
Unit Manpower Document (as of 29 Feb 04)	1065	523	

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Logistics Manpower Impact

- **Complete Medical Logistics manpower impact analysis for each base and determine manpower approach**
  - **PLATT analysis underway**
- **Consolidated Storage & Deployment Center(s) manned with existing in-garrison contract personnel with minimal active duty military until PLATT analysis is completed**

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Unit Training Requirements

- MAJCOM Survey to determine training and exercise requirements
- Adjust formal UTC training to every AEF training cycle versus current requirement of every other cycle
  - Works well with new 20 month AEF cycle
- Unit training requirements in AFI 41-106 to provide unit level lesson plans on the following:
  - Briefings on TTP
  - Site Selection
  - Set-up
  - Base Operations
  - Equipment Orientation

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The Way Ahead

- Recommendations briefed to ACC and AMC in August
- Final report briefed to Maj Gen Kelley by mid-Sep
- Execution
  - Decisions on sequencing and timing
  - Could

LOG DOGS
"WHATEVER IT TAKES"